

KAGOME

S T O R Y



Company Guide

Using food as a means to resolve social issues, we aim to be a strong company capable of sustainable growth.

Kagome was founded in 1899, the day farm owner and company founder Ichitaro Kanie saw the budding of the first tomato seedlings that he had grown himself. From then on, we have been focused on food in Japan, bringing forth new concepts in food over the past 120 years.

We have made it a goal to establish the image of the Kagome brand in the year 2025 as that of a “strong company capable of sustainable growth, using food as a means to resolve social issues.” With our integrated value chain, from agriculture to production, processing, and sales, that makes Kagome one of its kind in the world, we are working to help people live longer, healthy lives, promote agricultural development and regional revitalization, and achieve a sustainable environment.

We are now also presenting our vision of transformation from a “tomato company” into a “vegetable company.” While the daily vegetable intake target is 350 grams(*1), the intake is still roughly 60 grams short of the target, at about 290 grams per day(*2). So, under the slogan “Increasing vegetable intake per person per day by 60 grams,” we have been disseminating information on the importance of ingesting vegetables and effective ways to ingest vegetables as well as continuously delivering a wide range of innovative products that make the most of the value of tomatoes and various other vegetables. Our hope is to use the contribution to people’s good health to achieve sustainable growth.

Our corporate philosophy at Kagome is “Appreciation,” “Nature,” and “Corporate openness.” Rooted in our origin of nature and hand-in-hand with all of our stakeholders around the world, which include communities, customers, clients, farmers, shareholders, and our employees, we will spare no effort to enable ourselves to deliver valuable products and services.

We hope for your understanding and support.

Kagome Co., Ltd. President
and Representative Director



(*1) The daily vegetable intake amount recommended by the Japanese Ministry of Health, Labour and Welfare (MHLW) under the “National Health Promotion Movement in the 21st Century (Health Japan 21)” is 350 grams.

(*2) The average daily vegetable intake of Japanese people between 2010 and 2020 according to the MHLW’s National Health and Nutrition Survey (MHLW) was approximately 290 grams.



The “Let’s Eat Vegetables” Campaign



Mobilizing every corporate resource as a company that aims to resolve vegetable deficiency in Japanese diets

Kagome’s mission is to help people live longer, healthy lives using the power of vegetables. Our long-term vision is to “Transform from a ‘tomato company’ to a ‘vegetable company’.” As such, we are engaged in efforts that include the development of products that will enable the easy and delicious intake of vegetable nutrients, research on vegetable functionality, and the provision of information on the health benefits of vegetables. In January 2020, we launched the “Let’s Eat Vegetables” Campaign with the goal of ending the insufficient consumption of vegetables in Japan. While the daily vegetable intake target is 350 grams (*1), in reality, the intake is still roughly 60 grams short of the target, at about 290 grams per day (*2). Under the slogan “Increasing vegetable intake per person per day by 60 grams in Japan,” we have therefore rolled out various measures to motivate people to boost their vegetable consumption. The objectives of this activity are: (i) encourage self-awareness regarding insufficient vegetable intake, (ii) promote understanding of why vegetables are necessary, and (iii) spread information on smart and delicious ways of consuming vegetables. Furthermore, we will work to increase vegetable intake by increasing every occasion for consumers to eat vegetables, whether through home cooking, home meal replacements or eating out at a restaurant. Kagome will devote itself wholeheartedly to the “Let’s Eat Vegetables” Campaign activities and build the momentum in society to eat vegetables.

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 (*2) The average daily vegetable intake of Japanese people between 2010 and 2020 according to the MHLW’s National Health and Nutrition Survey (MHLW) was approximately 290 grams.



Vegetable intake promotion project

We will convey the appeal of vegetables with the aim of expanding the demand for vegetable intake through touchpoints that make full use of the characteristics and strengths of the companies and organizations sympathizing with the “Let’s Eat Vegetables” Campaign.

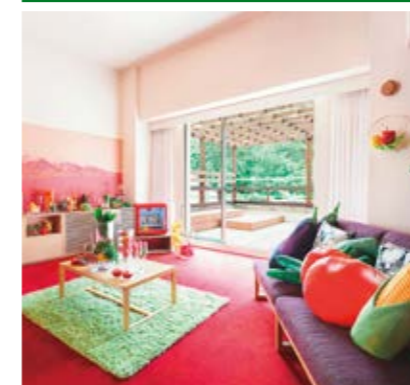


Joint project with Disney Healthy+Tainment and ABC Cooking Studio



“Cooking Class for Delicious and Fun Ways to Eat Vegetables” (carried out in March 2021)

Joint development with Hoshino Resorts Risonare Yatsugatake



“Yatsugatake Vegi-Trip,” an accommodation plan that helps visitors feel close to vegetables (carried out in August 2021)

Joint project with Cookpad



Shokuiku (food education) class at Ritsumeikan Primary School toward the dissemination of vegetable dish recipes (carried out in November 2021)

Vegetable Maestro Skills Test

A Vegetable Maestro Skills Test, originally developed by Kagome will be used to train all Kagome employees as missionaries to convey the appeal of vegetables and smart ways of consuming them.





Using food to help people live longer, healthy lives

Paving the way to the future of Japan using the power of vegetables.

We will leverage the various research related to vegetables that we have been undertaking for many years to deliver the functional value of vegetables through our products. At the same time, we will explain the importance of ingesting vegetables and propose easy and delicious ways to eat vegetables. By doing so, we will help people lead healthy daily lives.



Release of a stream of products with functional claims.

For many years, Kagome has been carrying out research on the nutritional components of vegetables, with a focus on tomatoes, and we have successfully verified a variety of effects. For example, Lycopene has been reported to act in a way that increases “good” (HDL) cholesterol. With this, in 2016 we released Kagome Tomato Juice and Lycopene Choleste-Fine with functional claims on their labels. Furthermore, vegetable-derived GABA was reported to have an effect of lowering the blood pressure of those with mild hypertension. In 2017, we launched Kagome Vegetable Juice with a functional claim on the label.

The same report was made for tomato-derived GABA, and in 2018, we added this functional claim to Kagome Tomato Juice. In 2019, we launched Sulforaphane supplements as a direct marketing product with functional claims. What is more, in 2021, we launched Yasai Ichinichi Kore Ippon Plus, the first product in the Yasai Ichinichi Kore Ippon series with functional claims on the label, as well as Labre Double, a product in the Plant-Based Lactic Acid Labre series with two functional claims on the label.



Health services business

Interest in the management of employee health is increasing as an important managerial challenge for companies. Kagome's Health Services Department has developed and offers health promotion services for companies and local governments. Registered Dietician Laboratory for Green-eating Lifestyle®, a specialized team consisting of Kagome employees with registered dietitian qualifications, plays a part as professionals in food and health. There are 71* such registered dietitians on the team. They provide support for the improvement of dietary habits through in-person and online seminars and e-learning that communicate information on the importance, benefits, and methods for vegetable intake. We also offer the rental or leasing of VegeCheck®, a device for estimating vegetable intake amounts, and provide apps for recording vegetable intake.

*As of January 2022



Team Competition! Vege Sensusken® Four Week Vegetable Intake Tournament Challenge

This is a team competition in which participants earn points by entering their vegetable intake amounts for each meal in an app or by responding to vegetable-related quizzes. It is a program that enables people to have fun while aiming to improve their dietary habits. It can also be used as a way to boost communication within a company.



VegeCheck® (for lease or rental)

This is a device that measures vegetable intake levels when a palm is pressed against the sensor for several tens of seconds. It is characterized by its ease of use, with results displayed on the spot. The device is being utilized on various occasions, such as at health checkups and during the provision of dietary guidance, and by companies and local governments at health-related events.



Participation in Hirosaki University's COI Program and promotion of joint research

Hirosaki University is one of the bases of the Center of Innovation (COI) Program led by the Ministry of Education, Culture, Sports, Science and Technology. The university has been rolling out community health promotion activities that utilize big data obtained through large-scale health checkups of residents of Aomori Prefecture's Hirosaki City's Iwaki district. In 2018, the measurement of vegetable intake levels using Kagome's VegeCheck® device commenced as part of these health checkups. In 2020, it was found that the higher the VegeCheck® measurement level, the healthier the metabolic syndrome index value, making their relationship evident. Through our collaboration with Hirosaki University, going forward we will clarify the causal relationship between vegetable intake and health as well as work to develop a mechanism for encouraging the consumption of vegetables.



Large-scale health checkups at Hirosaki City Iwaki district



Agricultural development and regional revitalization

Supporting agriculture and helping communities achieve sustainable growth.

In communities where the workforce is dwindling and the population is super-aging at alarming rates, thinned infrastructure for agricultural production is becoming a problem. Kagome believes that agricultural development in Japan is the key to revitalization of communities. We will help turn agriculture in Japan into a growth sector.



Kagome Yasai Seikatsu Farm Fujimi

Kagome Yasai Seikatsu Farm Fujimi opened in the town of Fujimi, in the Suwa District of Nagano Prefecture in April 2019, with the concept of being an interactive vegetable theme park that combines agriculture and production with sightseeing. With the majestic natural scenery of Yatsugatake as a backdrop, the facility enables visitors to experience the harvesting of vegetables as well as the food and other charms of the region. Many people come to the farm from both within and outside Nagano Prefecture and enjoy the appeal of vegetables and the area.



Partnering with producers and local governments to support agriculture in communities.

Kagome has concluded agreements with local governments and others around the nation to carry out such efforts as the development of products and recipes that utilize the agricultural products of the region, the provision of guidance on food education as well as on tomato cultivation. We are proactively engaged in regional agricultural development and the improvement of people's health in such ways.

Agreements that Kagome has concluded in communities

A total of 27 agreements have been concluded with 1 town, 6 cities and 17 prefectures.

*As of January 31, 2022

Reducing the burden on farmers while expanding production volume of tomatoes used for juice.

While the aging of farmers progresses in Japan and an increasing number of producers are ceasing or downsizing crop cultivation on the one hand, domestic requirements in the amounts of tomatoes for processing continue to increase. As part of the solution for this issue, we joined hands with an agricultural machinery manufacturer and developed the Kagome Tomato Harvester (KTH). We are engaged in the mechanization of tomato harvesting, which poses a heavy burden on farming households. In 2021, we concluded a partnership agreement with Yanmar Agri Japan Co., Ltd., Hokkaido Branch, and Iwamizawa Agricultural Cooperative Association (JA Iwamizawa) aiming to expand the production area for growing tomatoes for processing within JA Iwamizawa's area of control. We will continue to contribute to the promotion and development of local agriculture.



Yasai Seikatsu 100 Seasonals Series (April 2021 – March 2022)

Energizing Japan with the "Yasai Seikatsu 100 Kisetsu Gentei (Seasonals) Series."

Yasai Seikatsu 100 Seasonals Series is the flagship product of the "locally grown, nationally consumed" campaign to consume regional agricultural products all over Japan. Today, 10 or more flavors are sold sequentially each year. Kagome will continue to support local agriculture as well as good health and longevity through collaborations and by exploring new vegetables and fruits.

"Onion" joint venture with Minami AgriSystem LLC

Kagome established Sobetsu Agri-Foods Co., Ltd., a joint venture for onions, with Hokkaido's Minami AgriSystem LLC, Agricultural Production Corporation. Established in February 2020, the objective is to distribute Hokkaido-grown onions nationwide in Japan while creating jobs and revitalizing the local area. A facility for storing and sorting onions, which repurposes the grounds and building of a local junior high school that had closed, was completed in the summer of 2021, and we commenced sales toward wholesalers, intermediate wholesalers, and volume retailers in and outside of Hokkaido. Furthermore, a processing factory will be constructed in 2022, with plans to sell processed foods, such as peeled onions and frozen soffritto, to home meal replacements and restaurant industries nationwide.



The "fields are the primary production plant" philosophy: good ingredients come from good fields

Ever since its founding, Kagome has stayed true to the ideal that good ingredients come from good fields. To ensure the procurement of safe and reliable ingredients, Kagome engages in the "contracted farming" of crops such as tomatoes. In contracted farming, Kagome and Japanese farmers work together for mutual benefit, and we enter into agreements with farmers to buy their entire crop before it is planted. Kagome employees, called "field masters," later survey the fields of contracted farmers and provide Kagome's very own

brand of meticulous farming guidance as well as other on-target advice according to the growth condition of the tomatoes. Under our production philosophy that "fields are the primary production plant," we leverage the expertise and track record from years of experience with "contracted farming" for the development of young employees and the procurement of agricultural raw materials from overseas.



A sustainable environment

Response to challenges related to sustainability

A healthy global environment is an important business base for Kagome, which uses the bounty of nature as the ingredient for providing products that make the most of their deliciousness and health value. We are especially engaging in addressing climate change as a high priority issue. We are also focusing our efforts on research and development of green products.



Kagome Policy on Plastics

A target included in the Kagome Policy on Plastics, which was formulated in January 2020, is to end by 2030 the use of drinking straws made of petroleum-derived materials that are attached to paper beverage containers. We started by switching, from April 2020, the plastic caps on paper beverage containers to caps made of plant-derived materials. What is more, in February 2021, we sold Yasai Seikatsu 100 Seasonals with paper straws that are friendly to the environment, limited to those sold online on our website. Furthermore, in regard to PET plastic beverage containers, we are sequentially switching to the use of plastics that are friendlier to the environment, such as by switching to recycled or plant-derived materials for half or more of all plastics used.



Switching the plastic screw-on caps on paper beverage containers to plant-derived materials

Yasai Seikatsu 100 Seasonals using paper straws

Changing the “best-by” date from “day, month, and year” to “month and year”

To reduce food waste and lighten the burden on those engaged in the distribution of our products (logistics, warehousing, and retailing), starting in October 2020, we will sequentially start switching the format of the best-by dates of beverages for consumer use (sold in cans and PET plastic containers) that have best-before periods of 360 days or more, from “day, month, and year” to “month and year.” Kagome’s target is to reduce food waste by half (as compared to 2018) by 2030. Going forward, we will continue to review how the best-by dates will be shown as well as engage in ways to extend the best-before period.



Adoption of FSC®-certified paper cartons for paper beverage containers

Kagome carries out research and development of products that are friendly to the environment and is also dedicated to switching to product containers and packaging materials with low environmental loads. In 2014, we adopted the use of paper cartons displaying the FSC logo. By 2020, all of our 200 ml and 330 ml paper beverage containers have been those displaying the FSC logo. The FSC® is an international organ established to spread responsible forest stewardship around the world. Purchasing products displaying the FSC logo will enable consumers to indirectly support global forest preservation. Going forward, Kagome will continue to expand its use of FSC®-certified paper cartons and contribute to the achievement of a sustainable society.



FSC logo displayed on the side of a Yasai Ichinichi Kore Ippon carton.

*FSC® stands for Forest Stewardship Council®. It is an international organ that manages a system which certifies the forests used for the production of lumber and the distribution and processing processes of the lumber cut from such forests.

Creation and public opening of a farm that coexists with living organisms

It is said that the impact of climate change, agricultural land development, agrochemicals, the introduction of non-native species, and other human activities is responsible for the extinction of about 40,000 species a year. Using a field adjacent to Kagome Yasai Seikatsu Farm Fujimi, a vegetable-themed park, Kagome has created a sustainable farm that enables coexistence with living organisms, and has opened it to the public. Devices that make the most of the power of living organisms have been set up around the field. Various efforts have been made, such as the posing of quiz questions, to help visitors enhance their understanding.



Bamboo bug hotel used by potter wasps to raise young



Rock pile bug hotel that becomes a home for lizards and ladybugs

Initiatives toward achievement of CO2 emissions reduction targets

At Kagome, the whole of the Group is actively promoting energy-saving activities toward the achievement of CO2 emissions reduction targets. Starting with the adoption of solar power generation at a Kagome Inc. (USA) plant in 2017, the adoption of solar power has been promoted at various plants in Japan and abroad. In 2021, solar panels were newly installed at three plants in Japan (Kozakai Plant, Ibaraki Plant, and Fujimi Plant). Other efforts include the use of the heat and a portion of the CO2 emissions from the Fujimi Plant for growing tomatoes at a vegetable garden located adjacent to the Plant. As a result of such efforts, Kagome was selected for the CDP’s Companies A- List 2021. The CDP is an internationally influential environmental non-profit organization. In January 2022, we switched the electricity purchased by the Kozakai Plant to power derived from renewable energy sources. Going forward, we will continue to promote various efforts for the reduction of CO2 emissions.



Solar panels at the Kozakai Plant

Water conservation efforts

In 2018, Kagome formulated the Kagome Group Water Policy and has been engaging in water conservation efforts, including water risk surveys and response, reduction of water intake amounts at manufacturing bases, and the promotion of water purification and cyclic use. In 2021, Kagome was selected for CDP’s “Water Security 2021” highest ranking A List for the first time. The CDP is an internationally influential environmental non-profit organization. Going forward, we will protect the water resources in the regions where the Kagome Group is active as a whole and promote sustainable response that matches each region.

*CDP (Carbon Disclosure Project) is an information disclosure program related to corporate water security. It seeks information disclosure by companies on such items as the identification and assessment of water-related business risks and opportunities, and the formulation and implementation of water-related policies and strategies, and carries out their evaluation.





Fresh Vegetables and Horticultural Businesses

With Kagome's lineup of cutting-edge technology, our fresh vegetables and horticultural businesses are turning agriculture into a growth sector

With high-lycopene tomatoes at the center, in our fresh vegetables business, we will enhance the sales area and product lineup for tomatoes, baby leaf lettuce and Kalish®. Furthermore, we will do more than encourage the ingestion of vegetables – we will propose a new lifestyle that we call “tomato fooding,”* and provide support for the health of both mind and body.

*A word coined by combining “food” and “gardening.” It denotes a new way to enjoy gardening by adding the element of food (and eating) to gardening.



Developing large, high-tech greenhouses across Japan

Our fresh tomato business took off in earnest in 1998. The fresh tomatoes are cultivated at large-scale greenhouses and sold to mass merchants and others nationwide. The temperature, humidity and irrigation are regulated by computer. The risk of disease and insect damage is suppressed because exposure to the outside world is limited.

The yield per unit area is maximized through three-dimensional modeling. Uniform environments and uniform management operations enable consistent shipment volumes and high yields per unit area throughout the year. The greenhouses cultivate tomatoes in an environmentally friendly manner, including the use of green energy, measures to curb CO₂, water conservation, and considerations made for the ecosystem.



Strengthening the sale of baby leaf lettuce and the new vegetable, Kalish®

Kagome launched the production and sale of baby leaf lettuce in 2014. In 2017, we began operation of the Takane Baby Leaf Green Farm in Hokuto, Yamanashi Prefecture. The ready-to-eat-without-washing baby leaf lettuce mix, which was launched in the summer of 2019, was made into a product series. In 2019, we also launched the sale of Kalish®(*1), a new vegetable created by crossing kale with daikon radish. Containing a large amount of the healthy nutrient sulforaphane(*2), Kalish® can, of course, be eaten raw but can also be used in cooked dishes, expanding the options for the consumption of sulforaphane. It is a fresh vegetable that can be conveniently included in every meal and will contribute to a healthy and rich dietary lifestyle.



(*1) Kalish (breed name: Santé Vert 48) is a registered trademark of Kagome Co., Ltd.

(*2) Exists in food as SGS (sulforaphane glucosinolate) and turns into sulforaphane when broken down inside the body.

The Kagome household horticultural product series for a small farming experience

More than 120 years have passed since Kagome launched its business, starting with agriculture. From seeds to soil cultivation, growth, harvest, and processing tomatoes, all the way to sales, everything has been handled in house. Since 2015, Kagome has been selling household horticultural products, such as tomato seedlings and soil for growing tomatoes, which are packed with the expertise and passion accumulated by the company over the years. With the stay-at-home demand created by the COVID-19 pandemic in the background, there has been an increase in people growing vegetables at home. In 2021, we sold cherry tomatoes, which do not require bud picking or the use of stakes, as well as mini-paprika, which are easy even for beginners to grow. Through the sale of seedlings and culture soil for use in home vegetable gardening, Kagome will deliver the joy of the series of acts related to growing and harvesting vegetables, including cooking the harvested vegetables as “gardening education.”



Plant-Based Food Initiatives

Aiming for achievement of the health of the planet and its people as well as a sustainable society

Attention has been focused in recent years on processed plant-based foods, such as those made of soybean, which contains a large amount of protein, and vegetables that are rich in vitamins and minerals, for healthy and sustainable dietary lifestyles. Kagome will make full entry into the plant-based food business, which will handle food in general made from plant-based ingredients.



Kagome's plant-based food products

Plant-based food refers to food products in general made from plant-based ingredients. They are gathering attention as healthy, sustainable foods. With the growth in needs for such plant-based foods, Kagome has been providing since 2019 various foods that do not contain any animal-based ingredients* and are made using plant-based ingredients. We will bring beauty and color to a plant-based dietary lifestyle through the tasty and convenient Plant Based series that was achieved because Kagome is a vegetable company.



*Products containing animal-based ingredients are made in the same production line

Establishment of the Plant Based Lifestyle Lab

In 2021, Kagome, together with Pasona Group Inc., Fuji Oil Holdings Inc., and 12 other companies, established the unincorporated association “Plant Based Lifestyle Lab” and is engaged in the spread of plant-based foods and the promotion of plant-based lifestyles. In October 2021, Plant Based Lifestyle Lab became a general incorporated association, and welcomed new corporate members.

As of December 2021, there were 39 companies participating in the association. Through activities, including joint research and development of new products by member companies, the hosting of seminars, as well as value creation that combines various fields, such as agriculture, beauty, health care and tourism, we and the association will aim for the achievement of a sustainable society that incorporates plant-based foods.

Conclusion of a business alliance with startup Two Inc.



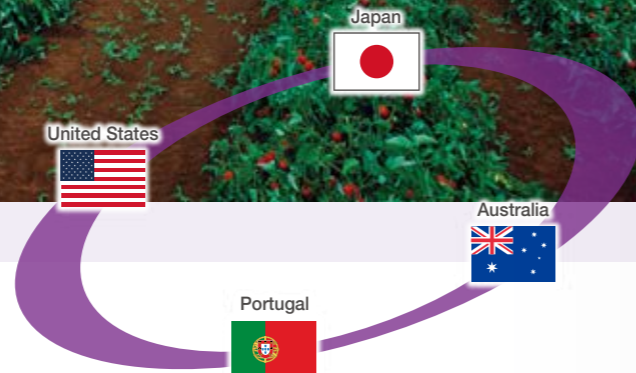
In April 2021, Kagome concluded a business alliance with Two Inc., a startup company that rolls out the 2foods plant-based food brand. The objective is to commence the development of new businesses and products toward expansion of the plant-based food market. We will contribute to the achievement of a sustainable society through the development and popularization of plant-based foods that make the most of the knowledge possessed by the two companies.



Vertically Integrated Business

Full-cycle value creation, from seed to table.

Kagome owns roughly 7,500 varieties of tomato genetic resources. From these seeds to soil cultivation, growth, harvest, production, all the way to the final product, we realized a business model for ensuring delivery of the values of safety and reassurance. That is what Kagome has to offer, a vertically integrated business that is the only one of its kind in the world.



Horizontally: Main global locations

Vertically: Full cycle, from seed to table

Demand creation	Communicate the value of our products to our customers, with value-communicative activities that generate demand.	
Product production	Production processes and quality control that maximize the value of raw materials, with the optimal combination of good raw materials and technology.	
Primary processing and procurement	We only procure raw materials that meet our own standards for quality, and our primary stage of processing keeps all of the flavor intact.	
Farming	Contracted farming and agricultural guidance for specified varieties of plants, and growing fresh tomatoes in high-tech greenhouses.	
Development of new varieties and seedling production	Producing and supplying seedlings that have a competitive edge, with useful new varieties created by cross-breeding our genetic resources of agricultural products.	
Research and development	Integrated research and development that maximizes the value of agricultural products, which are nature's bounty and contributes to greater longevity and good health.	



Global rollout

Have the whole world say, "If it's tomatoes, it's Kagome."

Global demand for food and tomatoes is expected to increase drastically as the world population grows towards what many say will be 9 billion people in 2050. Kagome aims to use tomatoes and food in general to help solve the various problems the world faces, and become the top global tomato supplier.



Global foodservice efforts

Kagome primarily sells processed tomato products to major foodservice companies that are globally active. We leverage the findings of our research on the nutritional content and functionality of tomatoes and vegetables with the aim of enabling good health through food. We are also proactively pursuing business opportunities and cultivating clientele in Asia, South America, and the Middle East.



Launch of the smart-agri business

In April 2020, Kagome and NEC Corporation launched agricultural management support services utilizing artificial intelligence (AI) for the agricultural production of tomatoes for processing use. It offers a service to visualize tomato growth and soil conditions using sensor data and satellite images. In the other service, AI that has acquired the expertise of skilled growers provides farming management recommendations. The production of tomatoes for processing is facing issues, such as the decline in the number of growers and the need to take measures to lower environmental loads. The services will initially be rolled out toward primary tomato processing companies in Europe. Verification testing is also taking place at Japanese tomato production sites, with an eye to future commercialization of the services in Japan.



Farming advisors using devices to offer guidance to producers

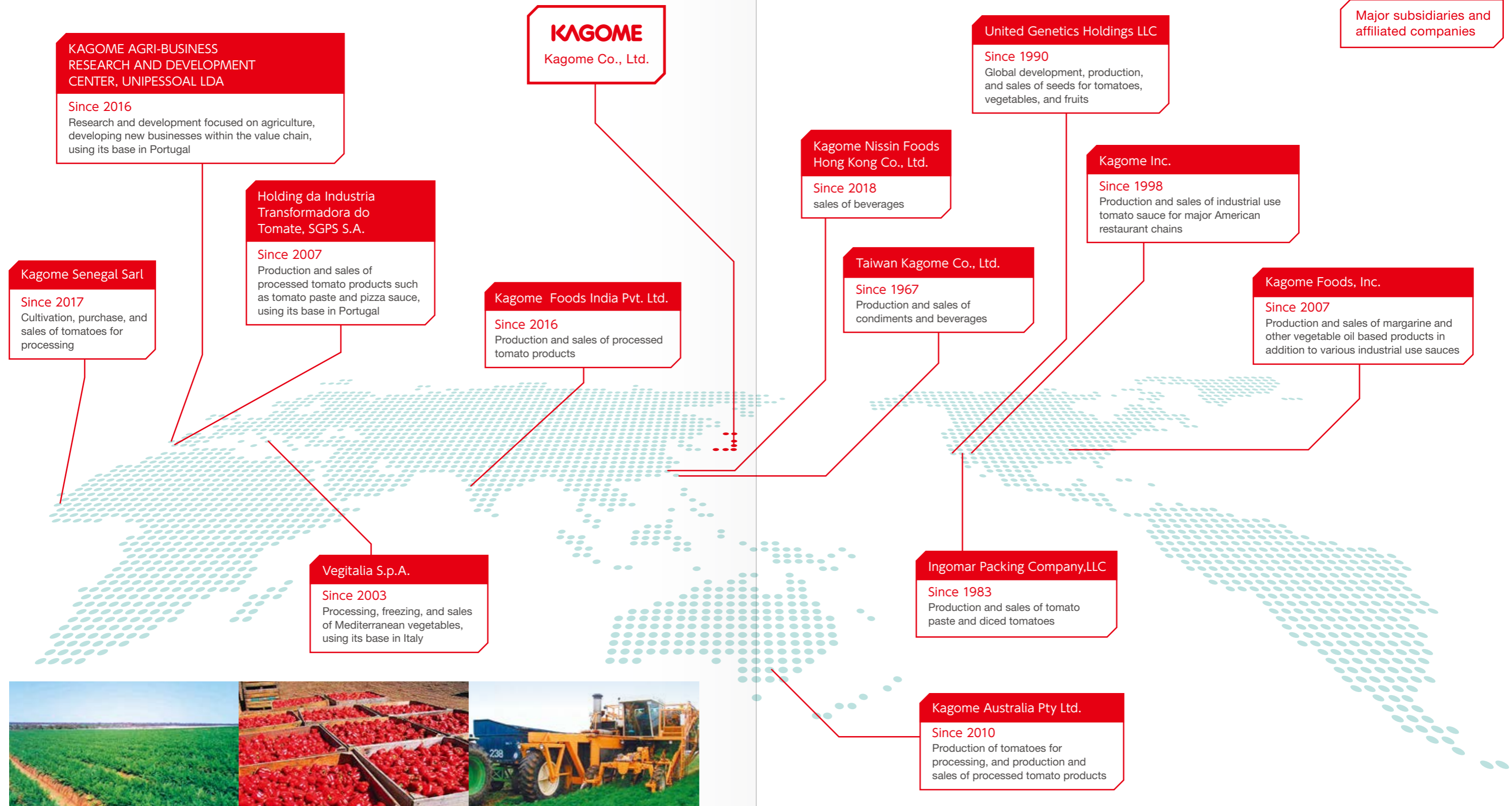
Export of vegetable beverages to other parts of Asia

In our B2C business, we are focusing our efforts on the export and sale of vegetable beverages in Asia. Against the backdrop of an interest in products made in Japan and a rise in health awareness, the vegetable beverages are being exported to and sold in seven countries and regions including Hong Kong, China, Mongolia, and Singapore, and business is expanding. Development and cultivation of the vegetable beverage market in Hong Kong and Macau are progressing with the establishment of KAGOME Nissin Foods Hong Kong Co., Ltd., a joint venture with Nissin Foods Company Limited. Going forward, we will expand demand in Asia, etc., by spreading the value of vegetable beverages and making its consumption into habits. The business will be developed so that it becomes a core Kagome business in the future.



Bringing flavor and health to people all over the world.

Based on the expertise we have accumulated in Japan, Kagome explores global locations to examine which of them are optimal for cultivation, and we operate businesses in countries throughout the world.



Kagome's History

Since our founding in 1899, we have given consumers products made with "the desire to contribute to people's health, using the value of agricultural products which are the bounty of nature."
This is also a history of "technological innovation" in which we have continued to develop products that never existed before in order to satisfy the needs of the times.

KAGOME HISTORY



Began production of tomato ketchup and Worcestershire sauce

1908



Released tomato juice for sale

1933



Began selling ketchup in a plastic bottle

1966



Launched Carrot 100 Series

1992



Launched Yasai Seikatsu 100

1995



Launched Anna Mamma

1998



Began sales of fresh tomatoes (Kokumi Tomatoes)

2001



Launched "Yasai Ichinichi Kore Ippon" (and the larger "Kore Ippai")

2004



Launched Plant-Based Lactic Acid Labre

2006



Launched salad vegetables

2014



Launched GREENS

2015

1899

Founder Ichitaro Kanie
Began growing western vegetables



1903

Began production of tomato sauce (now tomato puree)

1906

Built a production plant in Nishiyashiki, Araomachi, in the city of Tokai in Aichi Prefecture. Entered full-scale production of tomato sauce

1963

Renamed company "Kagome Co., Ltd" and established the tomato logo



1967

Established Taiwan Kagome Co., Ltd.
First Kagome operations outside of Japan

1972

Launched "Kagome Theater"

1978

Publicly listed on the First Section of the Nagoya Stock Exchange

Publicly listed on the First Section of the Tokyo Stock Exchange

1988

Established Kagome USA, Inc.

2000

Announced corporate philosophy ("Appreciation," "Nature" and "Corporate openness")

2005

Surpassed 100,000 shareholders

2003

Made "True to Nature, the Flavor of Kagome" into our brand statement.



2010

Established Kagome Australia Pty Ltd.

2017

Launched the Registered Dietician Laboratory for Green-eating Lifestyle®

野菜生活 管理栄養士ラボ



2019

Developed VegeCheck®
Opened Kagome Yasai Seikatsu Farm Fujimi



2020

Began the "Let's Eat Vegetables Campaign"



Business Overview

Delivering vegetable value with a diverse, colorful lineup.

Some people are short on time. Others do not like vegetables. For these reasons and more, Japanese diets have not included enough vegetables, and the problem is getting worse each year.

Based on our desire to make products widely available and give people an easy and delicious way to incorporate vegetables into their diets, we at Kagome are doing everything we can to combat vegetable deficiency. Expanding our business domain to include not only beverages, food products, and products for institutional and industrial use, but also direct marketing and agri-business as well, we now offer a lineup of more than 1,000 products that make vegetables more accessible.

Beverages

Mixed vegetable and fruit / 100% tomato / 100% vegetable / 100% carrot / lactic acid



Food Products

Tomato ketchups / tomato condiments / sauces / pasta sauces
"okazu" side dish condiments / microwaveable foods / hotpot broth



Agri-business

Fresh tomatoes / vegetables / processed agricultural products / household horticultural products



Institutional and Industrial

Unrefrigerated products / refrigerated products



Direct Marketing

Beverages / food products / supplements



Kagome by the Numbers

Kagome as seen primarily through numbers

123 Years in Business

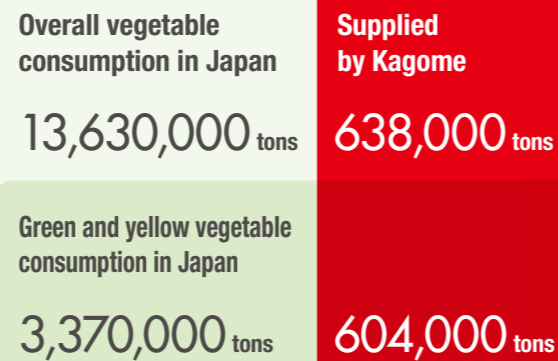
The history of Kagome began in 1899 with enterprising efforts to cultivate and later to process tomatoes, a foreign vegetable that was unfamiliar to Japan at the time. Since then, Kagome has been dedicated to vegetables, making fields its foundation, and offering new food concepts. This is Kagome's 124th year.

Supply of Green and Yellow Vegetables by Kagome

17.9% in Japan

Kagome supplies 17.9% of the green and yellow vegetables and 4.7% of all the vegetables* consumed in Japan.

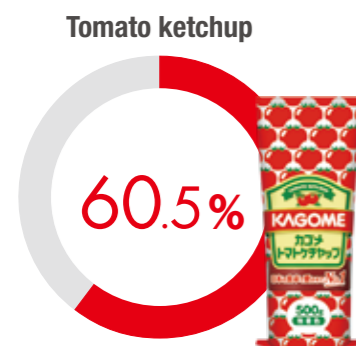
*Pale-colored vegetables + green and yellow vegetable



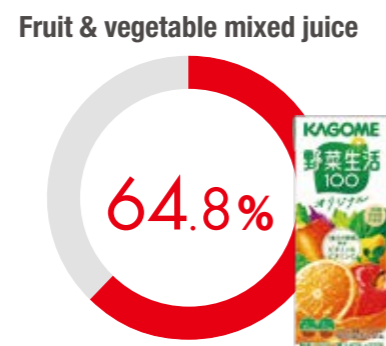
Sources: VEGE-DAS (Kagome vegetable supply calculation system), FY2020 estimates from the Ministry of Agriculture, Forestry and Fisheries "Food Supply/Demand Table"

Market share in Japan NO.1

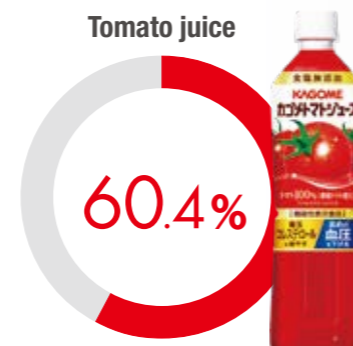
*Pictured is a representative product in this category.



Source: Intage SRI+ / Period: January through December 2021 / Based on monetary amount
Target area: nationwide
Target business types: all types



Source: Intage SRI+ / Period: January through December 2021 / Based on monetary amount
Target area: nationwide
Target business types: all types
Other: dry, chilled, and fruit & vegetable mixed juice category



Source: Intage SRI+ / Period: January through December 2021 / Based on monetary amount
Target area: nationwide
Target business types: all types
Other: dry, chilled, and tomato juice category



Tomato genetic resources

*Around 70 varieties are registered

Around 7,500 varieties

The Innovation Division manages an abundance of genetic resources including roughly 7,500 varieties of tomato seeds, while maintaining the information in a database. We utilize these to develop new varieties of tomatoes for fresh and processed products, without any genetic modifications.

Seedlings distributed in food education assistance

4,240,000 seedlings



Kagome "Food Education Assistance" develops children's interest in food and helps them grow up healthy. This began in 1964, long before the term "food education" became commonplace, when we began distributing picture-story shows and picture books to kindergartens across Japan to support childcare. In 1999, we began the Lylyco Waku Waku Program in which we provide elementary schools, kindergartens, and nursery schools with Lylyco (a tomato variety used to make Kagome Tomato Juice) and other seedlings free of charge.

Number of shareholders

195,000 shareholders

Individual shareholder ratio
99.5%

With "Corporate openness" as part of our corporate philosophy, in 2001 we started working toward our "Vision of 100,000 Kagome Fans (shareholders)," and in September 2005 we surpassed the 100,000 mark. We proactively listen to what shareholders have to say, and put it to use in developing products and planning events.

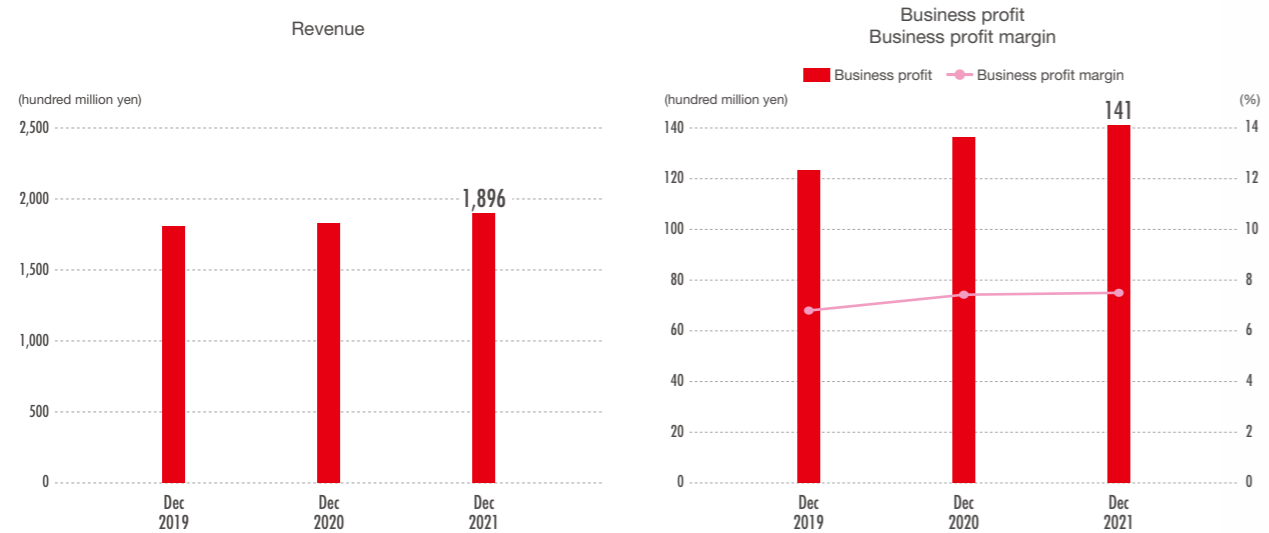
*195,877 as of the end of 2021



Gifts for shareholders

Company Overview

Consolidated Non-Financial Performance



*We have adopted International Financial Reporting Standards (IFRS) starting the fiscal year ended December 2019

Company Overview (As of the end of 2021)

Founded	1899	Main consolidated subsidiaries Kagome Axis Co., Ltd. KAGOME Yasai Seikatsu Farm Co., Ltd. Kagome Agri-Fresh Co., Ltd. Hibikinada Green Farm Co., Ltd. Iwaki Onahama Green Farm Co., Ltd. Yatsugatake Mirai Green Farm Co., Ltd. Takane Baby Leaf Green Farm Co., Ltd. Kagome Inc. United Genetics Holdings LLC Vegitalia S.p.A. Holding da Industria Transformadora do Tomate, SGPS S.A. (HIT) Taiwan Kagome Co., Ltd. Kagome Australia Pty Ltd.
Established	1949	
Head Office	3-14-15, Nishiki, Naka-ku, Nagoya, Aichi Phone: +81-52-951-3571 (Main) Fax: +81-52-968-2510	
Tokyo Head Office	Nihonbashi-hamacho F-Tower, 3-21-1 Nihonbashi-hamacho, Chuo-ku, Tokyo Phone: +81-3-5623-8501 (Main) Fax: +81-3-5623-2331	
Capital	19,985 billion yen	
Number of Employees	2,822 (consolidated)	
Places of Business	Head Office, Tokyo Head Office, 1 division office, 8 branches, 6 plants, the Innovation Division Tokyo Laboratory	
Description of Business	Production and sales of food seasonings, preserved foods, beverages, and other food products; purchasing, production, and sales of seedlings, fruits, and vegetables	

Please refer to our Integrated Report for CSR and financial information.

<https://www.kagome.co.jp/english/csr/>

What we aim to be in 2025

To become a strong company capable of sustainable growth, using food as a means to resolve social issues

Social issues being addressed by Kagome

Give longer healthy lives

We will convey the importance of ingesting vegetables and their tastiness, and help people live longer healthy lives by increasing the amounts of vegetables they eat.

Agricultural development and regional revitalization

We will support agricultural development and regional revitalization through the development and popularization of agricultural technologies at vegetable production sites and processing bases.

Sustainable environment

We will promote green activities to ensure that sustainable agriculture will be carried out amid rich nature.

Long-term vision

by 2025

Shift from a “tomato company” to a “vegetable company”

- We will be a unique company providing products that use vegetables through a variety of ingredients, categories, temperatures, containers, and volumes.
- We will be a company that provides not only goods but also services by expanding our businesses from tomatoes to vegetables.

by about 2040

50% of the workforce consisting of women (from employees to executive officers)

- We will promote our business from various viewpoints and meet the varying needs of customers.
- We will be a strong company where both men and women can work enthusiastically, achieving high productivity.

Corporate Philosophy

An inherited management spirit that pervades through changing times



Appreciation

We are thankful for nature's bounty and for human relationships. We respect natural ecosystems and value human sensibility.

Nature

Through nature's bounty, we endeavor to create rich value that is ahead of the times and to contribute to consumers' health and wellbeing.

Corporate Openness

We aim to be an open company that engages in fair and transparent corporate activities and respects each person's individuality and abilities.

Brand Statement

Our promise to society and customers



Nature

To strive for healthier food that makes the most of the antioxidants and immunological capabilities of nature's bounty.

True

To produce healthy, great tasting foods without relying on unnatural additives and technologies.

Flavor

Create new demand for delicious food, paying attention to the needs of our bodies and our planet.



Activities supporting food education

Developing curiosity and interest in food, and providing fun food experiences.

With the rise in health-consciousness and a diversification of eating habits in recent years, the importance of food education is being revisited. Since 1964, Kagome has been continually involved in various activities supporting food education, including the provision of food information to children and opportunities for them to take part in fun related experiences.



Mutual support initiatives

Valuing mutual support with communities.

One of the codes of conduct that Kagome values is the spirit of “mutual support.” We will work with local communities to address social issues, natural disasters, and other matters that cannot be readily solved through self-help or public help alone.



Lylyco Waku Waku Program

The Lylyco Waku Waku Program has been carried out since 1999 and is one of Kagome’s food education assistance activities. Lylyco, a tomato used for making Kagome Tomato Juice, and other seedlings as well as educational materials are provided free of charge to elementary and nursery schools, etc., nationwide. This activity will be continued going forward in the hope that growing, harvesting, and cooking



vegetables will help children develop an interest in living things as well as feelings of gratitude, in addition to a love of vegetables.

Food education assistance activities with Houkago NPO After-School

The collaborative child-development project “Oishii! Vegetable Challenge” has been carried out since 2018 to help children overcome their dislike of vegetables and with the aim of ending vegetable intake deficiencies. The project is being held nationwide in cooperation with Houkago NPO After-school. In 2020, it was held online interactively at 60 locations around Japan. In 2021, a total of 80 online and in-person classes were held at nationwide locations. The program is being recognized as a food education program that carries out hands-on classes for learning about the secrets of vegetables and provides an opportunity for children to “make friends” with vegetables.



Vege Kids nursery school where kids love vegetables

We opened a nursery school in 2019 (in Chuo-ku, Tokyo) under the concept of having infants, toddlers, and their guardians come to like vegetables. It is currently being used by our employees and people of the area. Eating habits formed during infancy are said to have an impact even after growth. In addition to basic childcare services, the Vege Kids nursery school carries out food education that uses the five senses to come into contact with vegetables. Infants under age one and two-year-olds will be provided various experiences to develop a love of vegetables as well as an environment to grow with vegetables as part of their lives. It will convey the deliciousness, fun, and importance of vegetables to the infants and toddlers.



Self-reliance support for afflicted areas, 11 years since the Great East Japan Earthquake

Kagome has tied “bonds of mutual aid” with victims of the Great East Japan Earthquake as well as persons involved in reconstruction in afflicted areas. Various activities continue with the aim of the reconstruction of industries and agriculture as well as human resources development of persons engaged in regional revitalization. To nurture farmers of the future, Kagome began providing support in 2012 for classes at agricultural high schools. Furthermore, from 2020, Kagome has been participating in the Reconstruction Agency’s “Yui no Ba” project, which matches business operators in afflicted areas with supporting companies. Kagome’s knowledge and resources related to such matters as marketing, product development, and quality management are being utilized to support the reconstruction of companies in afflicted areas.



The MICHINOKU Future Fund—providing support to enable disaster-affected children to continue on to higher education

In 2011, Kagome, Calbee, Inc. and Rohto Pharmaceutical Co., Ltd. established The MICHINOKU Future Fund in Sendai, Miyagi Prefecture, to support the dreams of children who were affected by the Great East Japan Earthquake to continue on to higher education. Ebara Foods Industry, Inc. since joined, and there are now four companies involved. Donations from all over Japan are used as funds to enable children who lost one or both parents in the earthquake disaster to go on to higher education after graduating from high school. The funds fully cover the school enrolment fee as well as tuition up to graduation (annual ceiling of

Kagome Mirai Yasai Foundation

With the objective of supporting organizations and others engaged in food education and implementing measures to fight childhood poverty, we established the Kagome Mirai Yasai Foundation on October 1, 2020. Under the philosophy of bringing smiles to the faces of children and to communities, the Foundation provides support, with a focus on the donation of money (total of 30 million yen per year in total), so as to contribute to the achievement of a society that nurtures a sound, rich spirit.



3 million yen) as a scholarship that does not require repayment. We will continue this activity for many years, until children who were still in their mothers’ womb at the time of the Great East Japan Earthquake graduate from university or graduate school. The Fund also emphasizes the provision of emotional care. The fund hosts events that provide opportunities for students supported by the MICHINOKU Fund to get together and build friendships. What is more, even after the students move on to higher education, face-to-face interviews are also carried out to provide follow-up support to such students.



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KAGOME STORY was printed using 100% renewable energy at a factory with Green Printing (GP) certification, which includes the adoption of environmentally friendly printing materials and processes such as FSC®-certified paper and VOC-free ink (with 0% petroleum-based solvents). There were no CO₂ emissions resulting from printing, with Scope 1, Scope 2, and Scope 3 emissions all off set, including emissions from the facilities and vehicles owned by the printing company and purchased electricity.

